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October 17, 2003

Ms. Gail Warshaw  
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Plot No. 14818 Lebatlande Road  
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Gaborone, Botswana 2170

RE: Contract No. LAG-I-00-99-00036-00, Task Order No. 805  
UI Project 06967-006, Pilot Program on Developing Local Governance in Zimbabwe  
*Quarterly Task Order Progress and Cost Report, July to September 2003*

Dear Ms. Warshaw:

Please find enclosed the *Quarterly Task Order Progress and Cost Report, July to September 2003*, Long-Term Local Governance Program, Zimbabwe as required under Section F.12 of the above referenced contract.

Please direct any technical questions to Mr. Barry Reed, CoP, UI/Zimbabwe, 263-4-739-945 or E-mail at barry@urban.co.zw. Questions of a contractual nature should be addressed to me at 202-261-5396.

Sincerely,



Maria C. Andrade-Stern

Enclosures

cc: Mr. Eliah Tafangombe (CTO, USAID/Zimbabwe)  
Mr. Dale Gredler (CTO, USAID/Washington)  
Ms. Rebecca Lawrence (UI/Washington)  
USAID Development Clearinghouse  
IAC Deliverables File (06967-006)

**QUARTERLY TASK ORDER  
PROGRESS AND COST  
REPORT**

**JULY TO SEPTEMBER 2003**

**LONG-TERM LOCAL  
GOVERNANCE PROGRAM  
ZIMBABWE**

Prepared for



Long-Term Local Governance Program in Zimbabwe  
United States Agency for International Development  
Contract No. LAG-I-00-99-00036-00, Task Order No. 805

Prepared by

Barry Reed  
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October 2003  
UI Project 06967-006

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ATTACHMENT: Cost Report

## **QUARTERLY TASK ORDER PROGRESS AND COST REPORT**

**JULY TO SEPTEMBER 2003**

### **LONG-TERM LOCAL GOVERNANCE PROGRAM: FOLLOW-ON TO THE PILOT PROGRAM ON LOCAL GOVERNANCE IN ZIMBABWE**

<b>Task Order No.:</b>	LAG-I-00-99-00036-00, TO No. 805
<b>Date of Issuance:</b>	June 5, 2001
<b>Amount Obligated Under Task Order:</b>	\$ 1,969,264
<b>Total Potential Task Order Amount:</b>	\$ 2,908,171
<b>Dollars Expended To-date:</b>	\$ 909,251

**Key personnel:** Mr. Barry Reed, UI/Harare, [barry@urban.co.zw](mailto:barry@urban.co.zw), 263-4-252 787/8/9  
Ms. Rebecca Lawrence, UI/Washington, [Rlawrenc@ui.urban.org](mailto:Rlawrenc@ui.urban.org), 1-202-261-5764

#### **Task Order Description**

This Task Order supports a program to assist local authorities in Zimbabwe to implement mechanisms for improving local governance. The program will provide small grants to local civil society organizations (CSOs), technical assistance (TA) to local authorities (LAs) in more accountable financial management practices, train local authorities and CSOs in participatory local governance, and develop restructuring action plans for local government operations, particularly to improve own-source revenue generation and restructure council debt.

#### **I. HIGHLIGHTS**

The highlights of the third quarter of 2003 included the following:

- Worked on Participatory Budgeting strategies with Kariba, Gweru, Mutoko, Chipinge Rural District Council (RDC) and Town of Chipinge
- Conducted training sessions for LAs including:
  1. Chipinge RDC New Councilor Orientation
  2. Town of Chipinge and Ratepayers Association
  3. Holding Effective Council Meetings – Mutoko RDC, Town of Chipinge and Chipinge RDC
  4. Use of Traditional Leaders – Mutoko RDC, Chipinge RDC and Town of Chipinge



- Worked with the Chipinge Residents Association to further develop their capacity, which resulted in the Association being more representative and having two members from each of the eight wards of the Local Authority
- Held introductory meeting with the Permanent Secretary (Perm Sec) of the Ministry of Local Government (referred to hereafter as “the Ministry”) and received Letter of Introduction for pilot LAs
- Decided on short list of CSO grant applicants for Mutoko Rural District and prepared for the adjudication committee meeting to hear presentations and recommend grant awards (October 2)
- Started Model Procurement Regulations project
- Developed Re-Start strategy following election and began implementation

## **II. PROGRESS OF MAJOR ACTIVITIES**

This quarter saw continued programming on a variety of activities. Due to the local government elections in late August, activities in Kariba, Gweru, Gwanda and Masvingo were curtailed during the month of August and the project focused on activities in the three other LAs. Following the election, the team developed a strategy to meet the new officials in each LA and re-start the program; an important part of the strategy was the development of an up to date program summary for each LA. The re-start process begins with a planning meeting with the officials from each LA. In September, these meetings were held in Kariba and Gwanda. Meetings in Gweru and Masvingo will occur in early October (October 1 and 10 respectively).

The team also held an introductory meeting with the PermSec and other Ministry officials. They explicitly told the team (and followed up in writing) not to work in any new LAs. Before they would provide permission to work with any new LAs, they asked for an assessment of the PPLG, which was provided. At the end of the quarter, the project still had not received permission from the Ministry to work in new LAs.

Otherwise, considerable progress was made on program goals and a revised draft workplan was submitted to USAID.

### **Improved Communication and Participation Between LAs and Their Stakeholders**

The team continued its internal review of Gwanda’s proposed service delivery handbook. Discussions were held with Gwanda and Kariba regarding the publication of a newsletter. Other LAs have also expressed interest in newsletters, and meetings to discuss this possibility have been scheduled for October.

### **Strengthening the Legislative Framework of Local Governance**

The team participated in the Working Group on Expanding Municipal Finance and Local Governance meeting on July 3. George Peterson and Burgert Gildenhuys both made presentations. Planning is underway for another meeting in early November.

Preliminary discussions were held with SUNY and UCAZ about assisting in legislative efforts in Parliament on possible amendments to the Urban Councils Act.

## **Local CSO Capacity Development**

An internal review committee was set up to assess, review, and shortlist CSOs that had applied for grants in Mutoko. The committee short-listed five CSOs and made preparations for the adjudication committee meeting scheduled for October 2 to hear presentations from the CSOs and to make recommendations on grant awards.

The team continued to work with the Chipinge CSOs on capacity building and program development. The proposals submitted were analyzed and refined to help the intended grantees clarify an agenda for grant-funded activities. Capacity-building efforts have strengthened the Chipinge Residents Association and it is now a more representative body, with two members from each of the wards in the Town Council. The new members participated in a joint LA–CSO strategic planning review and budget formulation training. One of the major outputs of this training session was a supplementary budget that the Town Council adopted with input from the Residents Association. This process, through which all parties agreed on the contents of the supplementary budget, nullified any protests that have characterized the supplementary budget process in the past.

Manicaland Development Association leadership also received training on program development, and they have used the skills acquired to develop their program further. However, this CSO requires a lot of nurturing and support to enable it to come up with a program that local residents can identify with and have a sense of ownership.

## **Local Authority Capacity Development**

A variety of training sessions were conducted during this quarter, including a new councilor orientation for Chipinge RDC in August. A request was received to hold a special session on how to conduct an effective council meeting; the team delivered a workshop on this topic for Mutoko RDC, Chipinge RDC and Chipinge Town. The workshop was well-received and some other LAs have requested a similar session.

The team also conducted a session for Mutoko, Chipinge RDC and Chipinge Town on effective relations with traditional leaders. All three LAs have started working with their traditional leaders and demonstrated improvements in governance. Receipts have already increased and all three used traditional leaders to help “sell” supplemental budgets to the citizens.

The project also worked with the Urban Councils Association of Zimbabwe (UCAZ) on designing a new councilor orientation session to provide training to every urban councilor following the August elections. They hope to begin in October. UI is currently in the process of preparing a subcontract with UCAZ.

Q3 also saw the beginning of the budget preparation season. The team worked extensively with Mutoko RDC, Chipinge RDC and Chipinge Town on a participatory budget process. The team helped Mutoko develop a participatory budgeting process for the supplemental budget. Stakeholder opinions were collected, and stakeholders provided assistance in gaining public approval for the supplemental budget. The team has developed a model detailing the participatory budget process and provided training to



Mutoko, Chipinge RDC and Town, Kariba and Gweru. As a result of UI's technical assistance, each LA developed a participatory process to involve stakeholders.

The team finally received the individual LA credit rating reports and recommendations. That will allow work to commence on credit worthiness issues. George Paterson is working with the Municipal Finance team on these issues.

Burgert Gildenhuys will visit in early October to finalize the PROMUN program. In addition, the team has spent considerable time with Mutoko, Chipinge RDC and Chipinge Town.

Work also began on developing model procurement regulations for LAs. The Town of Chipinge volunteered to be a model site for this activity, and staff have worked with them to develop a set of regulations for daily procurement. The final draft of regulations will be prepared in Q4.

### **Development of Integrated Strategic Plans and Restructuring Action Plans (RAPs)**

Assistance was provided to Chipinge Town to finalize its strategic plan. The plan was presented to stakeholders for additional feedback. Kariba and Gwanda have also approached UI to request assistance in the development of their strategic plans. The team asked Kariba to delay until after the elections when new officials could participate. Gwanda merely needs to fit their plan (which UI worked with them to design in March) into the matrix developed by the Ministry; a meeting to discuss ways to do this is scheduled for October 13. The results this meeting will be reported back to stakeholders at their re-start workshop on November 3-4. Kariba's initial strategic planning workshop is scheduled for late October. Strategic planning efforts are an integral part of the LLGP's activities in developing Restructuring Action Plans (RAPs).

The team also talked with the Ministry about hosting their third strategic planning workshop for Urban Councils, as yet unscheduled. This session, facilitated by Dr. Ramson Mbetu, would help expose all urban councils to good practices in stakeholder participation on preparing this document, and not just the LAs where LLGP works. LLGP support has been requested by the Ministry, and responding to this request would also assist in building a good relationship with the Ministry.

### **Performance Management System Development**

The Municipal Finance team, through the strategic plans and RAPs, will work on developing performance management systems in the LAs. The team will take indicators developed through the strategic plans and work to improve their development and usefulness to the LA. The process will involve LAs and CSOs working together to develop and monitor the indicators. The program will also include work by LAs and CSOs on budget monitoring. George Peterson will work on this with the team when he visits in late October/early November.

### **Other Activities**

The team continues investigations on the website and library; a location has not been finalized for either of these. Work is continuing with UCAZ on their Training Institute; the new councilor orientation in Q4 will serve as the starting point for building UCAZ capacity. A brochure for the LLGP has also been designed, but printing is delayed until the status of new LA's is resolved.

### **Program Administration**

The office is now fully-equipped, except for a copier. The two project vehicles arrived, but there was a considerable delay in getting them registered. They have been used in town, but as of the end of the quarter the vehicles still were not registered and therefore could not be driven out of Harare. The registration is expected shortly.

A new employee has been recruited and processed, and it is hoped that USAID approval of this candidate will arrive in the near future. It is anticipated that it will be necessary to recruit perhaps two more employees in Q4.

### **III. DELIVERABLES AND REPORTS**

The only project deliverables during the third quarter were trip reports:

- Gweru Strategic Planning Workshop May 6-9 (Masvingo)
- Mutoko Training/Q&A for CSO's on Grant Program, May 9
- Strategic Planning Workshop with Town of Chipinge, May 12-14 (Chimanimani)
- New Councilor Orientation with Town of Chipinge, May 14-15 (Chimanimani)
- Attendance at an induction workshop for new Councilors of Mutoko Rural District Council, May 19-21
- Mutoko Rural District Council Present list of 23 CSO Grants Applicants, June 3
- Gweru Strategic Planning Report Back Workshop, June 4-6 (Kadoma)
- UCAZ Training Institute Launch and Annual Governance Meeting, June 16-18 (Victoria Falls)
- Centre for Peace Initiatives in Africa Workshop on "Violence in the political processes in Zimbabwe," June 23-26 (Vumba)
- USAID-scheduled series of meetings in ten Urban Councils to review previous USAID-funded activities in housing and local governance fields, June 23-27, June 30, July 7-8 (Chegututu, Kwekwe, Bulawayo, Victoria Falls, Chinhoyi, Karoi, Harare, Chitungwiza, Mutare and Rusape)





- Chipinge Town and Rural District Councils Meeting on computerization requirements and assessment of suitability of PROMUN software, June 24 (Chipingenge)
- Workshop on Strategic Planning with a gender perspective (funded by CIDA and organized by the Federation of Media Women in Zimbabwe (FAMWZ), July 1-3 (Harare)
- Report Back and Finalization of Town of Chipinge Strategic Plan, July 9-11 (Mahenye)
- Mutoko Rural District Council preparation meeting for supplementary budget for 2003 using participatory budgeting techniques, mapping out participatory budgeting preparations for 2004, exploring the feasibility of PROMUN implementation, July 10 & 17
- SADC Local Government Capacity Building Programme, Regional Structure Development Workshop, July 11-13 (Harare)
- Follow-up meeting on Chipinge Residents Association CSO Grants Application, July 15 (Chipingenge Town Council)
- Assistance to Chipinge Town Council with drafting of the Procurement Procedures and Policy, July 15-16
- Mutoko District Council meeting on the proposed Supplementary Budget for July to December 2003, July 23
- Chipinge Town Stakeholders Consultation and Civic Awareness Workshop, August 18-20
- Mutoko RDC Strategic Planning Workshop, August 24-27 (Kotwa)
- Chipinge Rural District Council Stakeholder consultation, September 1-2
- Gwanda Town Council Preliminary Councilor Orientation, September 4

#### **IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE**

The program continued to experience problems related to the unstable political and economic environment, as well as hostile attitudes to CSOs, foreign governments and NGOs in Zimbabwe, and strained bilateral (USA-GoZ) relations. During this quarter, a letter of introduction from the Ministry of Local Government, Public Works and National Housing was finally received for the Chief of Party. However, subsequently verbal and written communication from the Ministry directed the program not to work in any new LAs.

Also, local government elections were held in late August. As indicated by USAID, that restricted the project from working in Kariba, Gwanda, Gweru, and Masvingo for most of the month of August. Moreover,

following the elections, considerable time was spent (and is still being spent) to bring new officials up to date on the program.

## **V. WORK PLANNED FOR THE NEXT REPORTING PERIOD**

Final approval of the workplan will provide the LLGP a clear direction for programming. The following list represents some of the activities planned for Q4:

- Conduct a needs assessment in each new city to determine LA training needs and other program activities
- Propose Mutoko grant awards to USAID (upon USAID approval, finalize sub-grants and begin implementation)
- Sign sub-grants with Chipinge Residents Association and Manicaland Development Association and initiate the implementation process of the CSO activities
- Finalize and agree on a plan for capacity building for CSOs in Mutoko and Chipinge
- Advertise CSO grant RFAs in remaining pilot areas and conduct adjudication committee meetings in each
- Propose awards for the remaining pilot LA and seek USAID approval to finalize sub-grants
- Begin CSO profiling in new Local Authorities
- Conduct training workshops for CSOs and LA on the grants program in the new cities
- Assist Gwanda with printing and distribution of a service delivery handbook
- Continue RAP process in all pilot cities and start process in new cities
- Finalize PROMUN project and begin implementation
- Assist Kariba in preparation and distribution of first newsletter
- Assist Kariba, Gwanda and Masvingo in developing strategic plans
- Conduct training program on local governance for CSOs in Town of Chipinge
- Assist with participatory budget approaches in all cities
- Work with UCAZ Training Institute on workshop for new councilors and schedule
- Begin development of model code of conduct/ethics with Town of Chipinge
- Work on a series of local governance guidebooks for distribution to officials and the public
- Identifying a host for a local governance website and library for information gathering and dissemination
- Prepare reports for each pilot LA on status of implementing credit rating recommendations

## **VI. SPECIFIC ACTION REQUESTED**

UI requests that USAID expedite approval of the proposed candidate for the local government management position and for new employees (to be named in the near future) in order to carry out all planned activities in pilot and new cities in a timely manner. Also, UI would ask for speedy consideration of requests such as travel approvals, sub-grants, sub-contracts, scopes of work, etc. Delays in these approvals lead to consequent delays in programming.